Work-Life Integration Practices in Higher Education Sector: A Study on Selected Universities of Western Uttar Pradesh

Synopsis

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INTRODUCTION

Work-life integration is a modified form of work-life balance. The phrase 'work-life balance' was first used in the United Kingdom (UK) in the late 1970s and in the United States (US) in the mid 1980s.[1] It is a phrase that simply means to do justice to both professional and personal aspects. Critics of the term say that it creates a fictitious separation between work and life as if work is not a part of life and implies a zero-sum equation in which life loses out while working and vice versa. Hence, it has encouraged human resource experts to re-evaluate the term.

Work-life integration means that there is no clear cut division between work and life. Instead, both work and life are intertwined in a way that allows people to live the lifestyle they want, without sacrificing achievement or success. Balance and integration have significantly different contexts. Work-life balance was popular and useful but nowadays work-life integration is emerging as the need of the hour, especially during and post COVID-19 era.

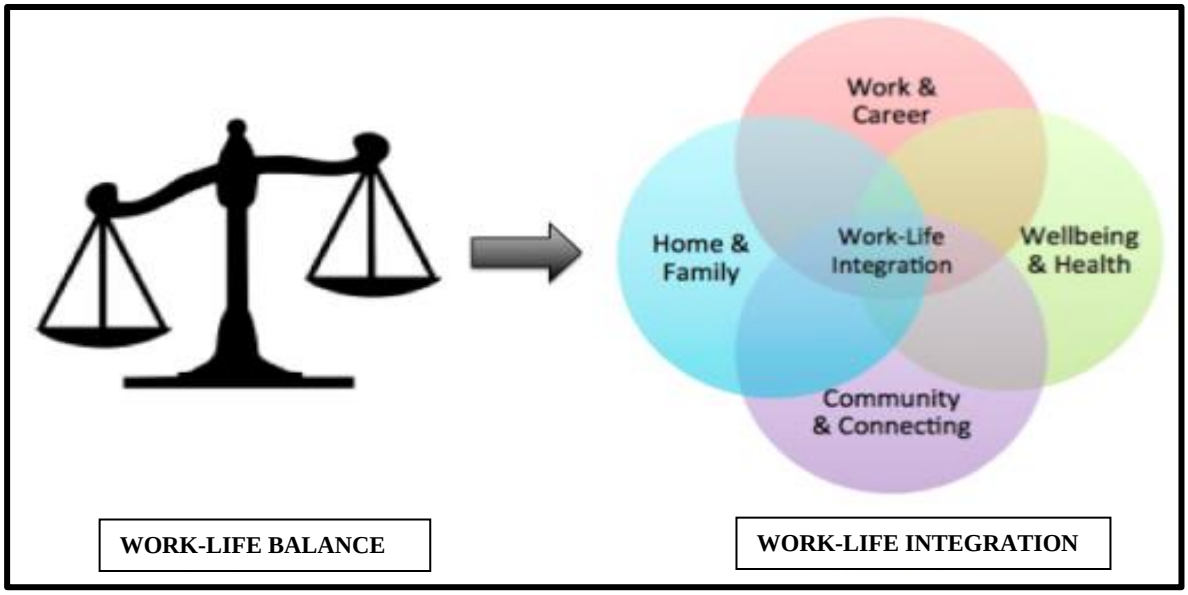

Figure 1: Shift From Work-Life Balance to Work-Life Integration
Source: https://www.facs.org/education/division-of-education/publications/rise/articles/work-life

WORK-LIFE INTEGRATION

Work-life integration is about managing schedules in a way that accommodates the ever-changing needs of an organization without forcing to sacrifice the important things in personal life. It is a method of intermixing and harmonising all aspects of life from work to personal. Work-life integration is a way of helping an individual in improving well-being and enhancing performance at work.[3]

The degree to which a person successfully combines a paid work with personal life has been termed as work-life integration. It is continuously evolving, self-determining way of life that allows to engage at best self in various walks of life – community, home and of course, the work. The idea of work-life integration may be different for different people, companies and cultures. It is not about putting two aspects of life at odds, but finding a way to harmonise it all together so that one aspect doesn't take over and becomes the only thing the people spend their time on.

Work-life integration helps in realizing '*IKIGAI*' (a reason for being) a Japanese concept referring to something that gives a person a sense of purpose, a reason for living as well as being motivated. It may refer to something that brings meaning to our life or something that is worth living for and makes people fully satisfied with the path they choose to take. It brings pleasure and fulfillment. Activites that generate the feeling of *ikigai* are not forced on an individual. They are perceived as being spontaneous and undertaken willingly. *Ikigai* is a midpoint between the person's vacation, passion, profession and mission.

WORK-LIFE BALANCE V/s WORK-LIFE INTEGRATION

Work-life balance has evolved over time to work-life integration and has created challenges and opportunities along the way. Organizations have also understood the gap between the concepts. University of California, Berkeley offers a smart description of the difference between the two. They suggest of using work-life integration in place of work-life balance because the latter evokes a binary opposition between work and life.[4] Work-life integration is not only more realistic, but also more empowering than work-life balance. Work-life integration programs are incredibly effective in increasing both productivity and employee engagement and now it is not just a millennial issue but it is also desirable for people across generations.[5]

RELEVANCE OF WORK-LIFE INTEGRATION

Work- life integration is an important aspect in maintaining a healthy relationship between professional and personal life of employees and it's relevance lies in:-

- **Attract and retain talent**: With the right work-life integration programs in place, employees bloom professionally and personally, thus helping in attracting and retaining talent at the workplace.

- **Positive employee experience**: When work-life integration becomes a part of an organization's culture, it delivers positive results with regard to employees' morale and overall productivity.
- **Relevant for millennials**: By 2025, roughly 75% of the global workforce will be millennials. The corporate culture of most large organizations will be directly shaped by this generation's habits and expectations.[6] So, in order to thrive, organizations need to adapt to the changing demands of the people.
- **Helps working parents**: As working parents are juggling between their family and career, work-life integration could be a great solution to reduce the risk of losing a valued employee. Work will no longer conflict with employees' personal responsibilities, with the help of work-life integration strategies.
- **For employees' better future well-being**: Work-life integration ensures good quality of life, good health and more money, enjoyable work and career progress, training & development, further education, leisure time with family and friends, travelling, hobbies, no office overheads, flexible scheduling and advanced scheduling shift work variety.
- **For organizations**: Work-life integration helps in improving employee health, time saving and improved services which result in increased productivity and reduced absenteeism.

CHALLENGES OF WORK-LIFE INTEGRATION

Though work-life integration has it's relevance in maintaining a healthy relationship between professional and personal life, it has some associated challenges:-

- **The managerial dilemma**: Most organizations are apprehensive about work-life integration practices. They are confronted with issues like the actual performance, lack of trust regarding work from home and adaptation of employees.
- **The flexibility stigma**: People often fear that working flexibly or taking time off will negatively impact their career. The negative consequences may include losing the job, being denied a promotion and being assigned less interesting assignments among others.

- **The presentism culture**: The presentism culture rewards attendance over output. Although there is a correlation between physical presence and output, yet efficient employees may sometimes be uncomfortable with this ideology.
- **The 24X7 culture**: With the facilitation of marking virtual presence, comes the issue of never being able to go offline. People feel excessive pressure at times to check and respond to official obligations round the clock.
- **Global challenges**: Work–life integration is treated differently across the globe culturally, legally and philosophically. Such differences can present an enormous challenge to human resource professionals.
- **Women friendly policies**: As the work culture is becoming increasingly demanding, women feel they have to make difficult decisions that sacrifice either their career or their personal life.
- **An evolving concept** : The work-life integration concept is recent in contrast to work- life balance, hence it will take long to be embedded in the collective conscience of the workforces.

IMPACT OF WORK-LIFE INTEGRATION ON EMPLOYEES' PROFESSIONAL AND PERSONAL LIFE

Effective work-life integration practices help in improving the organizational performance. It has a positive influence on the mindset of the workforce.

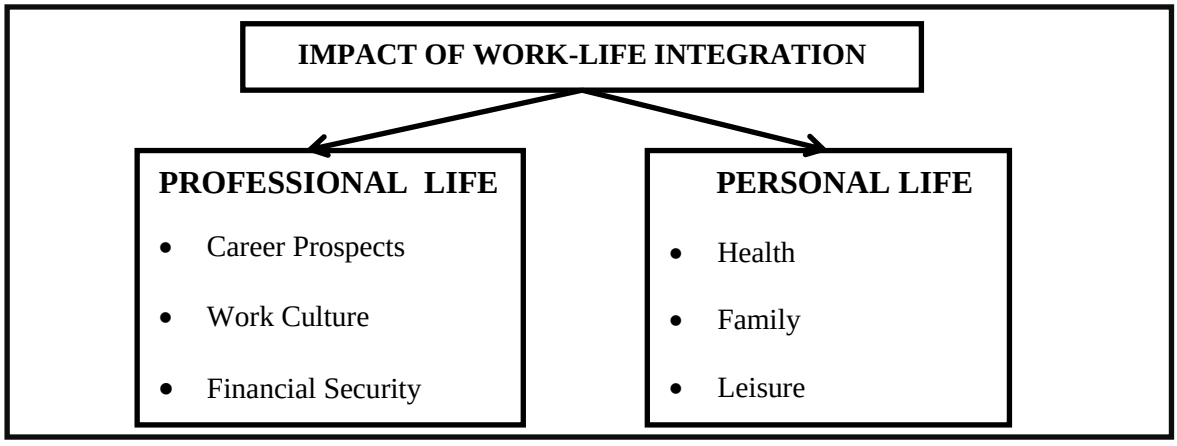

Figure 2: Impact of Work-Life Integration on Employees' Life
Source: Researcher's own construction

HIGHER EDUCATION SECTOR IN INDIA

In developing countries like India, higher education occupies an important place in the nation building process and in economic development.[7] At the time of Independence in 1947, India had only 20

universities and 500 colleges located in different parts of the country. Participation of women was limited and those who graduated were few in number.[8] The Government of India took upon itself the responsibility of its expansion and growth. The Indian higher education system expanded at a fast pace between 2000–2011.[9]

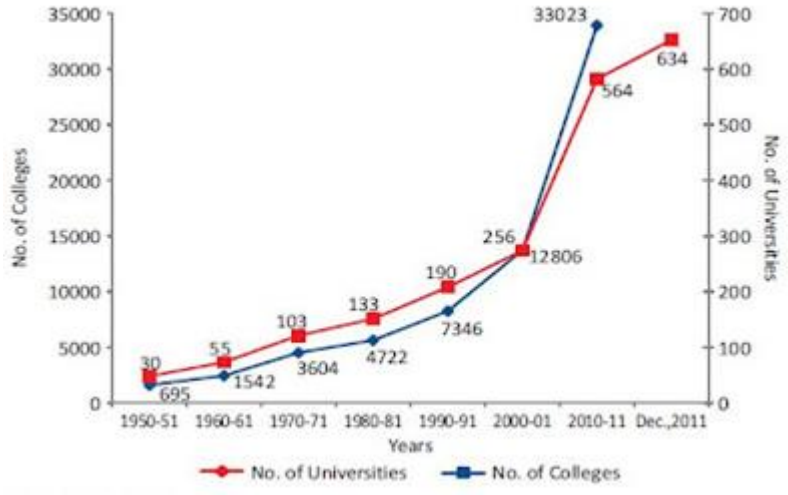

Figure 3: Growth of Higher Education Institutions in India
Source: https://www.dreducation.com/2012/06/latest-statistics-indian-higher.html

As of 2021, India has over 1003 universities - 54 central universities, 436 state universities, 125 deemed universities and 388 private universities.[10] As of 2020, there were 159 institutes declared as Institutes of National Importance under a distinct Act of Parliament.[11] These institutes include All India Institute of Medical Sciences (AIIMS), Indian Institute of Management (IIMs), Indian Institute of Information Technology (IIITs), Indian Institute of Science Education and Research (IISERs), Indian Institute of Technology (IITs) and National Institute of Technology (NITs). Other institutions include government degree colleges, private colleges, stand alone institutes and post-graduate research institutions functioning under these universities as reported by the Ministry of Education (MOE) in 2020.

The state of Uttar Pradesh has 75 universities, the second-highest in all Indian states and union territories. It comprises of 6 central universities, 32 state universities, 8 deemed universities, 29 private universities and 13 institutes of national importance.[12]

PROFILES OF SELECTED UNIVERSITIES

The higher education system in India includes both public and private universities. Public universities are supported by the Government of India and the state governments while private universities are mostly supported by various bodies and societies. Universities in India are recognised by the University Grants Commission (UGC) which draws its power from the University Grants Commission Act, 1956. In addition, 15 professional councils have been established, controlling different aspects of accreditation and co-ordination.

All top 4 universities of Western Uttar Pradesh are chosen from the list of top 100 Universities ranking list released by the National institutional ranking framework which is also approved by the Ministry of Education for the year 2021.[13] The four universities from western Uttar Pradesh in NIRF ranking 2021 are:

1. Aligarh Muslim University, Aligarh (10^{th})
2. Amity University, Noida (25^{th})
3. Shiv Nadar University, Greater Noida (56^{th})
4. Dayalbagh Educational Institute, Agra (94^{th})

1. Aligarh Muslim University :

Aligarh Muslim University (AMU) is a central university located in Aligarh, India. It occupies a unique position amongst universities and institutions of higher learning in the country. The Aligarh Muslim University Act was passed in the year 1920 by the imperial legislation. It was amended in 1951 in order to do away with the Islamic teachings. It was founded by Sir Syed Ahmad Khan as the Muhammadan Anglo-Oriental College in 1875. NIRF has ranked it 10th in the university ranking for 2021. The university is recognized by the University Grants Commission (UGC) and accredited by the National Accreditation and Assessment Council (NAAC) with grade 'A'. The university now has 13 faculties comprising 117 teaching departments, 3 academies and 21 centres and institutes. It has more than 37,327 students, 1,686 teachers and some 5,610 non-teaching staff on its rolls.[14]

2. Amity University :

Amity University is a private university located in Noida, India. It was established in 2005 by an act of the State Legislature of Uttar Pradesh. It was founded by Mr. Ashok Chauhan. NIRF has ranked it

25th in the overall ranking for 2021. It is recognized by the UGC and has been accredited by the NAAC with grade 'A+'.[15] There are 11 campuses with more than 100 courses. There are around 35,968 students.[16] It has approx. 640 total faculty.

3. Shiv Nadar University :

Shiv Nadar University (SNU) is a private university in Noida, India. It was founded in 2011. It was founded as part of a series of initiatives launched by the Shiv Nadar Foundation, a private philanthropic foundation funded by Shiv Nadar, founder and chairman of Hindustan Computers Limited (HCL). The NIRF has ranked Shiv Nadar University 56th overall in Indian universities in 2021.[17] It is recognized by the UGC and accredited by the NAAC with 'A' grade. The university campus comprises a total of 24 departments and 9 research centres with 2,500+ students, 241 faculty members and the student-faculty ratio 1:10 under all the programmes.[18]

4. Dayalbagh Educational Institute :

Dayalbagh Educational Institute (DEI) is a deemed to be university located in Agra, India. The institute was given university status by the Government of India (GOI) in 1981. It was founded by Rev. Prof. Mukund Bihari Lal Sahab, the ex-vice chancellor of Lucknow University and President, World Parasitology Congress. The NIRF has ranked it 94th in the university ranking for 2021. The university is recognized by the University Grants Commission (UGC) and accredited by the NAAC with 'A+' grade. The university has 290+ teaching faculty members at present.[19]

REVIEW OF LITERATURE

The researcher has adequately reviewed the existing literature comprising articles, journals, research papers and websites on the basis of important aspects of work-life integration and thereafter broadly classified required literature from the category of national and international studies. The relevant shortlisted ones are as follows :

- Ramar Veluchamy and Pratulya Reddy (2021) in their research paper "A Study on Work-Life Integration of GIG Workers" stated that flexible working has an impact on the satisfaction of workers. It also revealed that incentives and benefits should be provided to increase the productivity and motivation to work better. The researchers also suggested that flexible working

hours should be provided so that employee can also spend time with his family, apart from working which will create a balance between work and personal life.[20]

- Ramar Veluchamy, Samuka Choudhury, Sandip Dixit and Sanjali Jha (2021) in the study on "Impact of Emotional Intelligence and Work-Life Integration on Job Stress" stated that work-life integration is an important aspect for the stability of emotional intelligence which directly affects the performance of the individuals and organization and stress in the job would impact negatively on the emotional intelligence of an employee which further affect employees' performance and lead to fear of attrition of the organization.[21]
- Minakshi Sehrawat and Bhavesh Kumar Parmar (2020) in the research paper "Dimensions and Challenges of Work-Life Integration in Higher Education with Impact of Information and Communication Technology (ICT)" stated that the workplace do protect, support and legitimate employees' non-work roles too. Through this research it was concluded that such policies should never create detriment towards workplace relations and the career success of the employees and the organisations should create an environment wherein the needs of employees are identified over their life course.[22]
- Magdalene Peter and S. Fabiyola Kavitha (2020) conducted a research on "A study on Work-Life Balance of Indian Software Women Employees" and mentioned that work and family, both are central finding and a balance between these two is an issue of importance to women. Every working woman should have a plan, priority and proper schedule. The researchers also concluded that individual, business and society gets mutual benefits when women's personal life is balanced with her job. The work-life balance strategy yield a variety of means to reduce stress levels and increase job satisfaction in women.[23]
- Chrisitian Wiradendi Wolor (2020) in his research "The Importance of Work-Life Balance on Employees Performance Millenial Generation in Indonesia" mentioned that work-life balance is the important issue in human resource management which has a vital impact on employee productivity and performance. The researcher also revealed that changing the organizational culture and changing the working of the organization by supporting work-life balance, employees

sense of belongings will emerge to work optimally which further have an impact on employees behavior, commitment and improvement in performance.[34]

- Priti K Rao (2019) in her research on "A study on work-life balance to work-life integration in higher educational institutions" concluded that people are re-thinking the traditional concept of work-life balance as two separate entities, and accepting the fact that work will interrupt some personal time, and some personal time will interrupt work. "True" balance will most likely never be found, but a harmony through work-life integration is attainable. This research concludes that flexibility in workschedule, along with the ability to leverage mobile technology, is the preferred way to find a balance and is a trend that is becoming more popular at Educational institutions. As time is changing and technology advances, work-life integration must become the norm for forward-thinking Educational institutions to succeed.[24]
- Vasumathi, Mary T. Sagaya and Kameswara Rao Poranki (2019) in their study on "The Impact of Emotional Intelligence on Work Life Balance Among The Faculty Members' Performance In The Private Universities Using Multivariate Analysis, Tamil Nadu, India - An Empirical Study" concludes that the excellence in the performance of the work is achieved at the cost of the personal life. Through this research it was found that if any human being expects an excellent living, balance between work and family life becomes mandatory. The researchers also concluded that emotional intelligence is an essential factor responsible for better performance in work and family life and it facilitates to minimise the stress.[25]
- M Anto Juliet Mary, Vani Ramesh and Vishal C Jaunky (2019) in the research paper "Work Life Integration of Migrant Faculty at Higher Educational Institutions, Bangalore" stated that work-life integration is critical institutional HR policy and practice that has the potential to enhance the performance of the academicians. The study also analyzed the evidence to support positive impact of economic indicators such as presence of strong economic stability and induced savings.[26]
- Dhavalal, Kaliyanda Bopanna Kushi and Divyashree (2019) in their research "A Study on Work-Life Balance of Women Teachers in a Mangalore Engineering College" mentioned that women employees get affected due to the work-life imbalances. Through this paper it was found that it is required to give little more consideration in order to build up the organization. The study also

suggested that the employers should rethink on flexible work schedules and provide more part time opportunities for the women employees to improve their mental happiness together with their work performance.[27]

- Ariane G. Wepfer, Tammy D Allen, Rebecca Brauchli and Gregor Jenny (2018) conducted a research on "Work-Life Boundaries and Well-Being: Does Work-to-Life Integration Impair Well-Being through Lack of Recovery" and concluded that work-to-life boundary enactment has implications for employees' well-being. From an occupational health perspective, it is important to understand these implications and the mechanisms behind them. The researchers evaluated that through this knowledge, policy makers can adjust organizational policy and culture and help employees manage their work-non work boundaries.[35]
- Muhammad Rizky Afif (2018) in his study on "Millennials Engagement: Work-Life Balance Vs Work-Life Integration" stated that the programs or assets of an implemented work-life integration should be monitored so that the strategy can be improved continuously. The researcher found few work-life integration aspects such as employee reward program, flexible time, appraisal work performance, retention employee program, training, etc. Both work-life balance or integration system, if managed properly could become tools that engage the millennials and strive to achieve high productivity and good life.[36]
- A.J.P Jeyaseelan, P.P Premkumar (2018) in the research "The Validation Of Selected Criteria On Work-Life Balance Of Medical Officers At Teaching Hospital Kandy, Sri Lanka" recommended that hospital must provide counselling, gymnasium facilities and availability of healthy food at hospital canteen to support the physical wellbeing of the medical officers. Through this paper it was found that work environment, family environment, friends and community groups, physical wellbeing, mental wellbeing, personality, financial stability have an effect on work-life balance of medical officers.[37]
- Thevanes and Mangaleswaran. T (2018) in the research paper on "Relationship between Work-Life Balance and Job Performance of Employees" concluded that Work-life balance plays a vital role in determining the job performance of employees by enhancing their job satisfaction, commitment, engagement, organizational citizenship behavior and productivity. It is considered

as the crucial element to reduce the work related stress of employee which in turns lead to improve the job performance of employee. Through this paper it was found that organizations implement the effective work-life balance promoting practices such as telecommuting, job sharing, flexitime, part time work, shift work, employee assistance programmes, on-site child care facility, leave progarmmes, and compressed work weeks to improve the job performance.[38]

- Sourabh Munjal (2017) in his research paper "Work-Life Integration through Flexible Work Arrangements: A Holistic Approach to Work-Life Balance" stated that to achieve the working balance it is necessary to break the boundaries of two domains and integrate both. The study suggested that flexible work arrangements plays an important role in work-life integration. Work-life integration has lot of advantages but integration beyond the limit may cause mess up with all.[28]
- J.R.Vaishnavi Prasad (2017) in his study "Ignored Aspect of Personal Life in Work-Life Integration" concluded that work-life balance which was once considered a smart strategy for managing varied interests is posing serious threats to humanity. The threats can be in the form of physical strain, emotional stress or social seclusion. This paper argued that it is high time for individuals, organizations and policy makers to start rethinking on integrating two or more diverse components of work-life.[29]
- Kiran Kumar (2016) in his research on "Empirical Study on Work-Life Integration Practices in Electronic Industry" revealed that work-life integration is very good in electronic industry as its employees are educated and skilled. The researcher concluded that it is balanced life style that boosts the sense of responsibility and ownership and also build better relationship with management.[30]
- Deborah N. Smith, Deborah Roebuck and Terri Elhaddaoui (2016) in their research on "Organizational Leadership and Work-Life Integration: Insights from Three Generations of Men" stated that organizations which provide support can expect loyal and productive employees. Through this paper the researchers also explained that oganizations should consider ways to open up the lines of communication and have an ongoing dialogue with all employees. Other ways

organizations can offer support is by providing alternative formats for working such as flextime, telecommuting, compressed workweeks, job sharing and part-time work. [39]

- Mohammed Rafeeq and Harish. P (2015) conducted a research on "Work-Life Balance (WLB) is Life-Work Balance (LWB): An Innovative Approach on Teaching Faculties in Private Rural Higher Educational institutions" and stated that the role of teaching professionals are ever changing and evolving. This work pressure will have an impact on their personal life and lead to imbalance in their work and life. Hence this paper concluded that teaching professionals work-life balance is the most significant aspect in the success and development of educational institutions. It is vital for any institution to provide facilities to their staff members to get relieved from stress for balancing their work and personal life.[31]
- Lauren Irwin (2015) in his research "Findings from the Commission for Student Involvement's Work-Life Integration Project" revealed that institution plays an important role in supporting work-life integration but participants identified supervisor support as being more important than institutional support for professional development of staff members. Through this paper it was found that timely self and formal evaluations provide opportunities for employees to identify their strengths and degree of fulfillment.[40]
- Parul Agarwal (2014) in her research "A Study of Work Life Balance with Special Reference to Indian Call Center Employees" concluded that work-life programs have the potential to significantly improve employee morale, reduce absenteeism and retain organizational knowledge particularly during the difficult economic times. This paper also analyzed that in today's global marketplace, firms aim should be to reduce cost as it is necessary to understand the critical issue of work-life balance and to champion work-life programs.[32]
- C. Fagan, C. Lyonette, M. Smith and A. Saldaña-Tejeda (2012) in their research "The influence of working time arrangements on work-life integration or 'balance': A review of the international evidence" found that long working hours are important predictor of work–life conflict. They also revealed that workers working part-time are most likely to report compatibility between their job and family life. The researchers concluded the effects of work schedules on various measures of

work-life balance. They also suggested that "non-standard" work schedules—such as shift work, night work, and weekend work—substantially increase work–family incompatibility.[41]

- J. K. Sharma, D. Mehta and N. K. Mehta (2011) in their work on "Integration of Work-life Issues with Respect to Female Employees" concluded that imbalance in work-life causes high employee turnover leading to frequent job hopping. They also suggested if proper balance is maintained in professional and personal lives, employees can do great wonders. Through this paper it was found that organizations have started working on flexible working hours, family get-togethers, time-off and other similar measures. [33]
- Jesse S. Michel and Malissa A. Clark (2011) in their study "Personality and Work-Life Integration" mentioned that reviews strongly support the role of personality in the perceptions of work-life integration. The researchers also critically evaluated that though the field of work-life integration has received enormous attention in recent years but very little of this has incorporated in the role of personality.[42]
- Janet Polach (2010) in the research paper "HRD's role in work-life integration issues: moving the workforce to a change in mindset" provided that understanding men's perspectives also gain insight into the challenges they face to achieve balance in their work and life but these insights will lead to improved understanding, more sensitivity and better programs to assist all employees with the issue. This research concluded that understanding the issue more deeply will help toaccept work-life integration as indeed, a way of life.[43]
- Brad Harrington and Jamie Ladge (2009) drafted a research paper entitled "Work–Life Integration: Present Dynamics and Future Directions for Organization" and mentioned that deepening of organizational commitment will require work–life as a cultural change to a much greater degree than as it is today. This study evaluated that influencing senior leaders and negotiating effective career choices are both essential for making the transition to a cultural change perspective.[44]
- Geraldine Grady and Alma M. McCarthy (2008) in their study on "Work-life integration: experiences of mid-career professional working mothers" revealed a complex relationship of work-related dynamics and personal factors and also the way women manage their priorities of

work, family and individual lives. The researchers found that in mid-career transition the respondents seek more self-care time in an effort to find new meaning in the work, family and self equation.[45]

- Michael Lane Morris and Susan R. Madsen (2007) in their research paper "Advancing Work–Life Integration in Individuals, Organizations and Communities" suggested that a ninth theoretical approach called integration, is useful in incorporating contexts like a community into the study of work and family. This paper analyzed that 'integration' represents a holistic strategy including effective and efficient coordination of efforts and energies among all stakeholders.[46]
- David guest (2002) in his research "Perspectives on the Study of Work-life Balance" concluded work-life imbalance's negative consequences on well-being and effective functioning. The researcher suggested that one can gain a partial understanding of the effects by exploring work in isolation. This paper also focused on an issue such as work-life balance disciplinary borders and how close to the frontier one wish to work.[47]

The purpose of this review was to understand different aspects of work-life integration, the objectives and practices of work-life integration, factors affecting work-life integration, impact of work-life integration on professional and personal life of employees.

RESEARCH GAP

Awareness of work-life integration in India is still very low as compared to the developed countries. There are a few studies on the effect of work-life integration practices on employees' professional and personal life. Also, there is negligible amount of research on Indian universities in context of work-life integration. Thus, this study intends to analyse the work-life integration practices in selected universities of western Uttar Pradesh.

NEED OF THE STUDY

Work-life integration practices have become a fundamental element in today's competitive business environment. It will change the strategies of managing work and professional life by integrating them. Work-life integration results in less stress and more overall fulfillment, hence it has become the need of the hour.

Considering the current COVID-19 pandemic, research in work-life integration has become even more relevant. It has become inevitable to change the approach as work has entered home with the advent of technology.

According to a survey of LinkedIn, nearly 60% of employees stay engaged in official duties despite taking time off. In 2020s, almost 50% of the workforce comprises of millennials, so in order to thrive, organizations need to adapt to the changes in demands of the people.[48] International Labour Organization (ILO) reports a drop from 37% to 27% in the female work participation rate due to conflicting professional and personal roles.

The role of teachers has seen a significant change with time as the conventional role of teachers has been disrupted with pedagogical adaptations. Work-life integration is a critical aspect for teachers. According to the National Foundation for Education Research (NFER), teachers endure greater job related stress as compared to any other profession. Their responsibilities in today's higher education sector are increasingly demanding. They are often overburdened with long working hours and dealing with students.

This research will contribute towards suggesting better work-life integration practices which would be beneficial for all stakeholders in the higher education sector.

OBJECTIVES OF THE STUDY

The proposed study intends to have the following objectives:

1. To study prevailing work-life integration practices in the selected universities.
2. To analyze the factors affecting work-life integration in the selected universities.
3. To evaluate the effect of prevailing work-life integration practices on employees' professional and personal life.
4. To suggest work-life integration practices for the overall improvement of the selected universities.

CONCEPTUAL FRAMEWORK

In the proposed conceptual framework, the researcher will evaluate the effect of work-life integration practices on professional and personal life of employees in the selected universities. The proposed practices are identified from literature review which are mobile technology, job sharing, flexitime,

part-time work, shift work, employee assistance programs, on site child care facilities, leave programs, compressed work weeks. The researcher has identified the following factors affecting work-life integration on the basis of literature review - work environment, family and friend environment, physical and mental well-being, long working hours, workload. The researcher has extracted dimensions such as career prospects, work culture, financial security, health, family and leisure to measure the professional and personal life of employees. The effect of identified and shortlisted work-life integration practices will be analyzed on the professional and personal life of employees. In case, the practices are found satisfactory, organizations may continue and if they are found unsatisfactory, they need to be reviewed and revised for the betterment of the organization. The following conceptual framework of proposed research has been prepared:

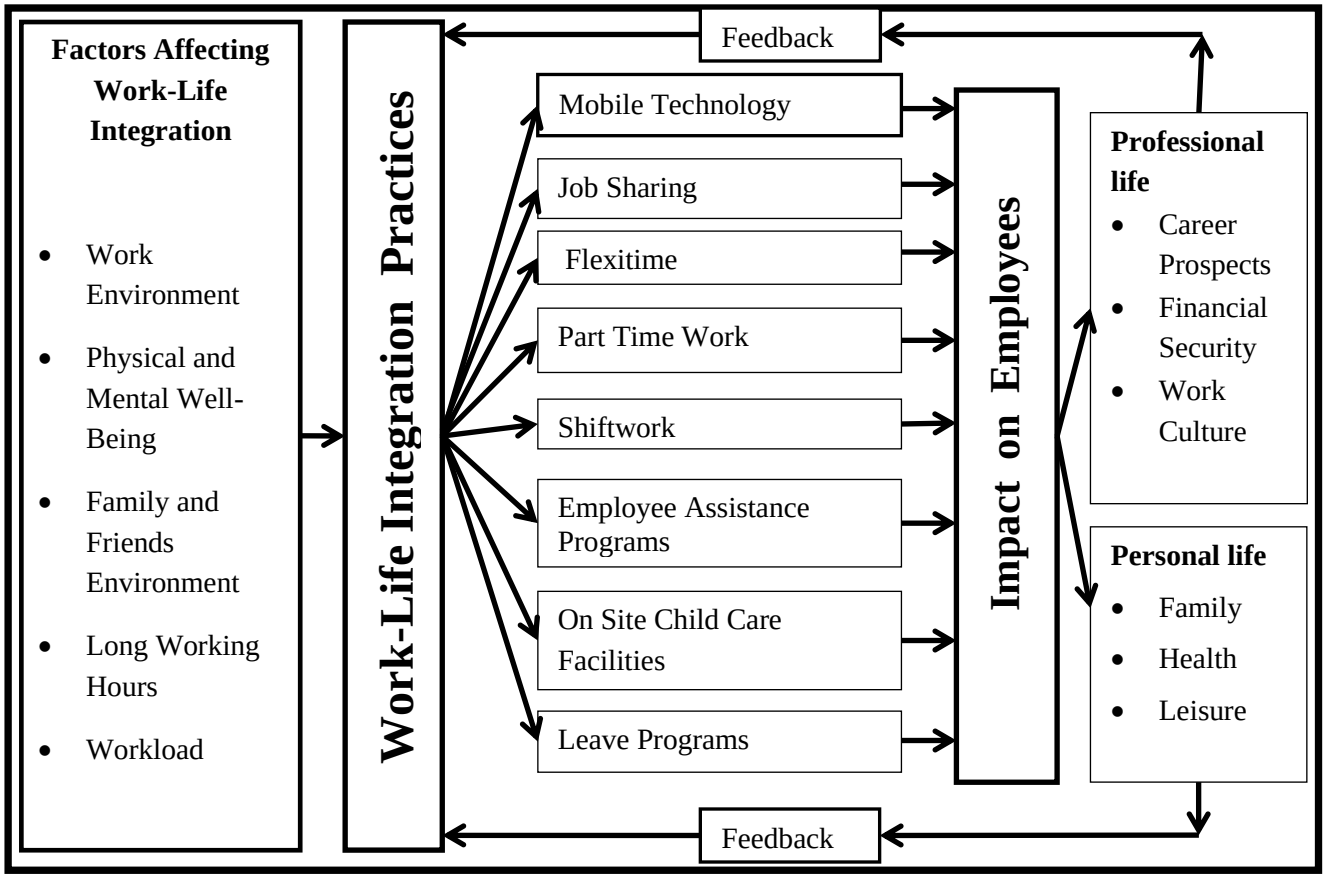

Figure 4: Conceptual Framework
Source: Researcher's own construction

HYPOTHESES

The researcher would like to test the validity of the following hypotheses with reference to the above stated objectives:

1. **Work-life integration practices**

Priti K Rao (2019) concludes that flexibility in workschedule, along with the ability to leverage mobile technology, is the preferred way to find a balance and is a trend that is becoming more popular at Educational institutions. As time is changing and technology advances, work-life integration practices must become the norm for forward-thinking Educational institutions to succeed.

On the basis of the above description and literature reviews, it is expected that there are different practices of work-life integration in higher education institutions. Formally:

H_{01}: There is no significant difference between prevailing work-life integration practices of the selected universities.

H_{a1}: There is a significant difference between prevailing work-life integration practices of the selected universities.

2. **Factors affecting work-life integation**

Senthil kumar et al. in the study concluded that in this modern world, the role of teaching professionals are ever changing and evolving and the new teaching learning environment puts heavy pressure on teaching professionals. This work pressure will have an impact on their personal life and lead to imbalance in their work and life. performance.[49]

On the basis of above description various factors have been identified affecting work-life integration.

H_{02}: There is no significant difference between factors affecting work-life integration in the selected universities.

H_{a2}: There is a significant difference between factors affecting work-life integration in the selected universities.

3. **Effect of work-life integration practices on professional and personal life**

Thevanes and Mangaleswaran. T (2018) concluded that work-life balance plays a vital role in determining the job performance of employees by enhancing their job satisfaction, commitment, engagement, organizational citizenship behavior and productivity. It is considered as the crucial

element to reduce the work related stress of employee which in turns lead to improve the job performance and personal life of employee.

H_{03}: There is no significant effect of prevailing work-life integration practices on employees professional and personal life in selected universities.

H_{a3}: There is a significant effect of prevailing work-life integration practices on employees professional and personal life.

RESEARCH METHODOLOGY

This research aims at studying the work-life integration practices of selected universities and to know the employees opinion regarding work-life integration practices. As the study requires in-depth knowledge and analysis of data, the research would be descriptive and analytical in nature.

SCOPE OF THE STUDY

According to The Times of India, Western Uttar Pradesh region has the highest concentration of higher educational institutions. The region is located near Delhi NCR so it is much more urbanized then the rest of Uttar Pradesh. 20 of the state's top 60 cities lie in this compact region.[49] Researcher has selected all top four universities of Western Uttar Pradesh namely Aligarh Muslim University (Aligarh), Amity University (Noida), Shiv Nadar University (Greater Noida) and Dayalbagh Educational Institute (Agra) on the basis of top 100 university ranking released by National Institutional Ranking Framework (NIRF) for the year 2021.

SAMPLE SIZE

As adequate data of teacher strength in universities is not available, the researcher has sought the strength of teachers through websites and phone calls. It is approx. 1686 in Aligarh Muslim University, 640 in Amity University, 241 in Shiv Nadar University and 290 in Dayalbagh University respectively.

The sample size is finite so the following sample size formula for finite population will be used to arrive at a representative number of respondents (Bill Godden, 2004):

$$\mathbf{SS} = \frac{\boldsymbol{Z^2 \times p\,(1-p)}}{\boldsymbol{M^2}}$$

SS= {1.962×0.5(1-0.5)}÷ 0.052

SS= {1.962×0.5(1-0.5)}÷ 0.0025

SS= (3.8416×0.25)÷0.0025

SS= (0.9604) ÷0.0025

SS=384.16

SS = 384

As sample size is finite population (where the population is less than 50000)

New SS = SS/{1 + [(SS – 1)/ Pop]}

Pop = Population (2857)

New SS = 384/{1 + [(384 – 1)/ 2857]}

= 384/1.13

=339.82 (Approx.340)

Where:

SS = Sample size for infinite population (more than 50000)

Z = Z value (e.g. 1.96 for 95% confidence level)

P = population proportion (expressed as decimal) (assumed to be 0.5 (50%) since this would provide the maximum sample size).

M = Margin of Error at 5% (0.05)

In this study a minimum sample size of 340 has been deduced from the above mentioned formula, thus making it a true representative of the population.

SAMPLE COMPOSITION

Sample composition of the study consists of total 340 respondents from four Universities. To make the sample size more authentic, unbiased and evenly distributed the researcher has used proportionate method to divide the respondents.

Table 1: Sample Composition

S.No.	Name of Universities	Total population	No. of Respondents
1.	Aligarh Muslim University, Aligarh	1686	200
2.	Amity University, Noida	640	76
3.	Shiv Nadar University, Greater Noida	241	29
4.	Dayalbagh Educational Institute, Agra	290	35
	Total Sample Size	2857	340

SAMPLING TECHNIQUE

The researcher intends to use stratified random sampling in order to achieve true representation of the population.

Stratified Random Sampling: In this sampling, researcher will partition the population in three different sub-population that is Professors, Associate Professors, Assistant Professors.

DATA COLLECTION

The data collection for the proposed research will be based on both primary and secondary data.

Primary Data: Primary data will be collected from the respondents with the help of a self-structured questionnaire.

Secondary data will be collected from journals, magazines, books, reports and websites related to the study.

STATISTICAL TOOLS FOR ANALYSIS

For data analysis and hypotheses testing the researcher would like to use the following statistical tools. ANOVA will be used to test hypothesis 1 and to achieve the first objective. Factor analysis and ANOVA will be used to test hypothesis 2 and to achieve the second objective. Regression test will be used to test hypothesis 3 in order to achieve the third objective. Other suitable tests will be used as per the research requirements.

Table 2: Statistical Tools

S.N.	Objectives	Hypotheses	Statistical tools
1	To study prevailing work-life integration practices in selected universities.	$\mathbf{H_{01}}$: There is no significant difference between prevailing work-life integration practices of the selected universities. $\mathbf{H_{a1}}$: There is a significant difference between prevailing work-life integration practices of the selected universities.	ANOVA
2	To analyze the factors affecting work-life integration in selected universities.	$\mathbf{H_{02}}$: There is no significant difference between factors affecting work-life integration in selected universities. $\mathbf{H_{a2}}$: There is a significant difference between factors affecting work-life integration in selected universities.	Confirmatory Factor Analysis and ANOVA

3	To evaluate the effect of prevailing work-life integration practices on employees professional and personal life in selected universities.	**H_{03}**: There is no significant effect of prevailing work-life integration practices on employees professional and personal life in selected universities. **H_{a3}**: There is a significant effect of prevailing work-life integration practices on employees professional and personal life.	Regression
4	To suggest work-life integration practices for the overall improvement of the selected universities.	Not applicable	Based on primary and secondary data analysis

RELIABILITY AND VALIDITY

The test of reliability to be used by the researcher is Cronbach's coefficient alpha (Cronbach's alpha) which will test the consistency of respondents' answers for all the items in the measurement.

PROPOSED OUTLINE OF THE STUDY

The proposed study will contain the following chapters:

Chapter 1: Introduction

Chapter 2: Review of Literature

Chapter 3: Conceptual Framework and Research Methodology

Chapter 4: Data Collection and Analysis of Results

Chapter 5: Conclusions, Suggestions and Managerial Implications for Future Research

Appendix 1 – References

Appendix 2 – Questionnaire

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